



CREATIVITY AT WORK

STAFF WORK PLAN ACCOMPLISHMENTS

July 1, 2012 – December 31, 2013

FY 2013 Staff Legend:

AF - Executive Director Arni Fishbaugh
BM - Arts Education and Web Services Director Beck McLaughlin
CH - Business Development Specialist Cinda Holt
CK - Folk Arts and Market Development Specialist Cindy Kittredge
CL - Accountant Carleen Layne
KBH - Percent-For-Art Director and Executive Assistant Kim Baraby Hurtle
KHB - Database and Grants Director Kristin Han Burgoyne
KDH - Administrative Specialist KarenDe Herman
 Intern - Assigned to administrative assistants and interns
 Contract - Assigned to independent contractors

KEY: = Achieved As Planned

Arts Education Frame #1: Life-long Learning

Outcome We Want:

All Montanans regardless of potential barriers find access to arts education opportunities, contributing to life-long learning and creative expression. Potential barriers include: Geographic, Physical, Emotional, Age, Economic, Intellectual and Cultural.

How We Do It:

Organize workshops for teaching artists and arts organizations' staff on working with a diverse group of learners.

1. Provide two six-hour workshops for teachers, teaching artists and arts organization staff on the arts for children on the autism spectrum by the end of May 2013. The workshops will include hands-on arts activities that model teaching/learning strategies for children on the autism spectrum, along with an overview of the characteristics of learners on the autism spectrum, and an opportunity to discuss why the arts are effective tools for engaging these learners. BM

4 workshops in Bozeman, Anaconda, Conrad, 43 total participants.

2. By December 31, 2013, recruit 7 candidates to participate in MAP's instruction for MAP (Montana Artrepreneurial Program) Coaches program and begin recruitment for an additional 8 coaches. CK
Recruitment continues for additional 8 coaches.

- ✓ 3. Conduct two weekend orientation workshops for recruits to MAP's Train the Trainer program by end of December 2013. **CK**

Second orientation workshop for coaches rescheduled for January 31-February 2, 2014.

Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts education, as well as operating support grants for arts organizations' educational mission.

- ✓ 1. Offer ongoing opportunities through the Artists in Schools and Communities Residencies, the Teacher Exploration of the Arts (TEA) grants, the Public Value Partnerships grants and Strategic Investment Grants. **BM KHB**
- ✓ 2. Provide funding for staffed arts non-profit arts organizations through Public Value Partnerships and Cultural Trust grants, as well as operating support to key state-wide arts service organizations: Montana Association of Symphony Orchestras, Museums and Art Gallery Directors Association, Montana Performing Arts Consortium, Montana Arts and the Montana Dance Arts Association. In addition, specific Strategic Investment Grants are designed to meet this need. **KHB**
- ✓ 3. Promote grants in print, website, conferences and email newsletters; provide technical assistance; process in a timely manner throughout the year. **BM KHB**
- ✓ 4. Direct and coordinate all activities related to the distribution of grant funds and develop grant budgets and modifications to ensure that financial allocations meet the strategic plan and objectives of the agency. **BM KHB**

Offer technical assistance to schools and arts organizations to determine whether their programs and facilities are available to a diverse group of learners.

- ✓ 1. Offer ADA assistance through MAC website with at least two resources added by end of June 2013. **BM KHB**

Accessibility section of the website revised February 2013.

Provide leadership in advocating for arts education for all Montanans by serving on statewide boards and collaborating with other state agencies and state/national arts organizations.

- ✓ 1. Collaborate with the following to provide arts education advocacy and technical assistance: Montana teaching artists; VSA arts of Montana; Museum and Art Gallery Directors Association; Montana Performing Arts Consortium; Montana Association of Symphony Orchestras; National Endowment for the Arts; National Assembly of State Arts Agencies and CraftNet. **BM CK**
MAC Arts Education Director serves as the MT representative to the State Education Agency Directors of Arts Education (SEADAE).
- ✓ 2. Continue attending and participating in Create Montana with K-12 arts curriculum supervisors and Montana university system arts faculty in meetings convened by MAC or other participants. **BM**
MAC Arts Education Director met with individual members of Create Montana throughout Fall 2013 to assess possible next steps for the organization.
- ✓ 3. Provide one new arts education advocacy tool on MAC website by end of June 2013. **BM**
[The Arts and Achievement in At-Risk Youth: Findings from Four Longitudinal Studies](#) and [ArtsEdSearch](#) added to site.

Develop opportunities, such as individual consultations, mentoring relationships, or workshops that build access to the arts and to creative expression for adult learners of all ages.

- ✓ 1. Match a mentor to each participating artist in the established cohorts of the MAP program during the training period. **CK**
Out of 235 MAP artists across the state, approximately 160 have been matched with a mentor, with the remaining number waiting to complete their session, waiting for a match, or had not taken part in the mentorship opportunity.
2. Establish at least two new master-apprenticeships in the Montana's Circle of American Masters (MCAM) program by end of December 2013. **CK**
No new master-apprenticeships due to lack of funding.

How We Evaluate It:

Compile data from grant reports, including how many have specific ways to modify instruction to accommodate diverse learners and how many offer reduced fees or scholarships.

- ✓ 1. Arts Education program evaluation conducted on grant applications and reports December 2012 and December 2013. **BM KHB**

Review the expertise of artists on the Artists Registry to accommodate their lessons for a diverse group of learners.

- ✓ 1. Examine registry artists who work with individuals with disabilities and review for gaps in service by March 2013. **BM KBH**
16 of the 24 artists have experience in working with individuals with disabilities. Visual arts, dance and literature are represented.

Track participation in activities such as the Artist Registry and the Master-Apprenticeships of folk and traditional artists who act as resources for the arts in their communities, both in formal and informal learning settings.

- ✓ 1. Create a contact list with names and contact information for willing and qualified mentors in the folk and traditional arts throughout the year. **CK**

Arts Education Frame #2: K-12

Outcome We Want:

All Montana K-12 students have the opportunity to study a curriculum that enables them to achieve the Montana Board of Public Education's Standards for Arts, thereby providing *all the arts for all the students in all the schools*.

How We Do It:

Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone (Arts Education Hotline 800 #) and on website.

- ✓ 1. Provide technical assistance during all site visits to schools and organizations that have residency grants. **BM**
- ✓ 2. Provide posts on the arts education blog for teaching artists and arts teachers on various aspects of teaching the arts in Montana schools. **BM**
www.bigskyartsed.wordpress.com Also added Twitter feed @BigSkyArtsEd to post information about arts education.

- ✓ 3. Semi-annually update the arts council's website under "For Schools," Folklife," "For Artists," and "Resources" by the end of December and end of June. **BM**

Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects.

- ✓ 1. Collaborate with VSA Montana to provide an institute on the arts for children on the autism spectrum and two two-hour workshops in the arts at the annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference in October 2012 and 2013. **BM**
Complete with a total of 47 participants.

2. Collaborate with VSA Montana to provide Montana Small School Alliance 4 day-long professional development workshops in the arts for member teachers by June 2013. **BM**
Did not happen due to MSSA's focus on Common Core training for its members this year.

- ✓ 3. Provide professional development learning opportunities for teaching artists. **BM**
Videos on three professional development topics created and posted on our website.

Offer grants for curriculum, assessment and professional development, and artist residencies.

- ✓ 1. Offer a minimum of 35 Artists-in-the-Schools and Communities grants to develop students' skills and knowledge in the arts, professional development for teachers and creation of arts curriculum by end of June 2013 and plan FY14 to align with federal budget cuts. **BM**
31 funded and 2 reverted in FY13.

- ✓ 2. Offer artist residency grants that will reach a minimum of one out of every 10 school children in the state each year and a minimum of 70% of Montana's counties by end of June 2013 and adjust plans once funding for FY14 is set. **BM**
In FY 13, artist residency grants reached 19% of MT school children and served 80% of MT counties.

3. Offer up to 15 Teacher Exploration of the Arts grants for elementary classroom teachers by end of December 2013. **BM**
No applications received; the program is on hold.

Provide leadership in advocating for "all the arts for all the students in all the schools" by serving on statewide boards and collaborating with other state agencies and state/national arts organizations.

- ✓ 1. Collaborate throughout the year with VSA arts of Montana; statewide arts education leaders, arts statewide service organizations, The University of Montana - Drama/Dance Department, MT Board of Public Education, School Improvement Division, Indian Education Division, Montana Office of Public Instruction, Montana Parent Teacher Association, National Endowment for the Arts, National Assembly of State Arts Agencies (NASAA) and Western States Arts Federation (WESTAF). **BM**
MAC staff also now participates in the newly-formed Montana Afterschool Alliance.

How We Evaluate It:

Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for Arts, an appropriate process to assess how well students achieved the learning objectives, and detailed activities that meet the learning objectives.

- ✓ 1. Compile teacher workshop evaluations in November 2012 and determine fall 2013 date when new Arts Education director is in place. **BM**

- ✓ 2. Compile data from residency grants and Teacher Exploration of the Arts grants - end of December 2012. **BM**

Continued: Arts Education Frame #2 K-12

Obtain data from the Office of Public Instruction to determine if the districts' written curricula and assessment for the arts are aligned with Montana Standards for the Arts.

This data is not available from the Office of Public Instruction.

Economic Vitality Frame #1: Training and Network Development

Outcome We Want:

Provide or help link artists, artisans, arts educators and arts organization staff and boards to professional development and collaboration opportunities that help them to build healthy careers and businesses wherever they happen to live in Montana.

How We Do It:

Continue ongoing series of workshops and customized services for artists, artisans and arts organizations to build skills in marketing, business, fund raising, audience development, legal and leadership/governance issues.

- ✓ 1. Ensure *State of the Arts* has ongoing professional development articles for artists or arts organizations. AF
- ✓ 2. Compose Native News section for each *State of the Arts*. Contract
- ✓ 3. Recruit potential MAP coaches throughout the year. Oversee ten trained Coaches and support the development of their cohorts CK and Contract
- ✓ 4. Train ten new MAP Coaches to enhance leadership for a stronger training network. CK
- ✓ 5. Conduct site visits over the course of the year to ten new MAP cohorts. CK
- ✓ 6. Plan and produce FY14 MAP Annual Artist's Gathering (for Sept 2013). CK
- ✓ 7. Produce out-of-state market field trip (Tour of Excellence) for MAP artists and coaches. Aug-Sept 2012 and September 2013. CK
- ✓ 8. Produce annual gathering of MAP cohort artists and coaches. Sept-Oct, 2012. CK
- ✓ 9. Stay in touch with the Montana Indian Business Alliance to determine future showcase and training opportunities. CK and Contract
- ✓ 10. Continue discussions with the following Indian organizations to explore professional development and marketing strategies throughout the year; Montana/Wyoming Tribal Leaders Council, Office of Indian Affairs, Tribal Colleges, and State Tribal Economic Development leaders. CH CK

Met with State Tribal Economic Development leaders and have continuing discussions with director of the Montana Indianpreneur program.

Continued: Economic Vitality Frame #1: Training and Network Development

- ✓ 11. Expand the network, and recruit and guide qualifying artists through the Montana Circle of American Masters (MCAM) process. CK and Contract
- ✓ 12. Investigate possibilities of featuring MCAM and MAP artists on the visitmt.com website. CK
- ✓ 13. Produce at least two organizational development webinars for arts organization leaders. CH
Produced webinars on Independent Contractor status and on Building Rural Arts Participation.
- ✓ 14. Facilitate (upon request) organizational development meetings with arts organizations' board of directors and staff. CH
Facilitated work sessions with ten organizations representing: Arlee, Butte, Plains, Missoula, Helena. 78 participating board members and staff total.
- ✓ 15. Offer (upon request) custom consultation to arts organizations to build skills in governance, leadership and fundraising. CH
Consulted on governance and leadership issues with ten organizations representing: Arlee, Butte, Plains, Missoula, Helena. 78 participating board members and staff total.

<p>Produce publications, share industry information resources and research, and foster connections with local, statewide and national service organizations.</p>

- ✓ 1. Feature relevant research and useful information in bi-monthly newspaper, *State of the Arts*. ALL
MAC research published in 2013 showed that every single section of the paper was viewed as useful or meaningful to over 70% of respondents, with most sections rating 80% useful or meaningful to everyone. Printed circulation remains a steady 10,000 each issue.
 - ✓ a. Provide profile information on newly inducted MCAM artists as they occur. CK
 - ✓ b. Profile MAP cohorts in *State of the Arts*. CK
 - ✓ c. Feature Native News section in each issue. Contract
 - ✓ d. Feature relevant news briefs and articles on arts and healthcare, and technical assistance articles on arts and healthcare in each issue. KBH
- ✓ 2. Provide website links and access to online sites that provide essential governance, marketing and/or fundraising guidance for Montana arts organizations. CH
- ✓ 3. Continue partnership with Lee Enterprises, Montana Historical Society and Montana Office of Tourism to produce annual publication: "Montana's Cultural Treasures" for spring 2013 distribution. CH
- ✓ 4. Serve as a resource to the Montana Office of Tourism for technical assistance in developing cultural trails and loops. CK
- ✓ 5. Provide coaching as needed to nonprofit arts organizations on the issue of independent contractor vs employee. CL
- ✓ 6. Produce final publication of the Barn Door Books series on business tools for arts organizations as an e-book. CH
Ebook The Art of Leadership now available online.
- ✓ 7. Work with Ravalli County Economic Development Authority to make a presentation to Montana Economic Developers Association on the UDSA project. CH
In addition to presentation at spring 2013 conference, MAP coaches produced an exhibition showcase and hosted a fieldtrip to Montana Suri Alpaca ranch in Corvallis

Continued: Economic Vitality Frame #1: Training and Network Development

Utilize technology to maximize participation, distribute resources and provide remote learning opportunities.

- ✓ 1. Produce online index of articles from *State of the Arts*, and update every other month. **[BM]**
- ✓ 2. Update the Folklife section on the MAC website semi-annually. **[BM CK]**
- ✓ 3. Utilize online social networking resources to strengthen MAP cohorts' work throughout the year. **[CK]**
- ✓ 4. Update web resources and links for arts organizations throughout the year. **[CH]**
- ✓ 5. Offer technical assistance, opportunities and career-building ideas to arts educators and arts organizations and to artists [all mediums] and to Public Art Artists through our 4 Bi-weekly E-newsletters. **[BM (Arts Education & Arts Organizations) KBH (all artistic mediums & public art artists)]**
New format launched October 18th. Easier to read and locate information and allows us to track opening rates and use of links and forwarding. Arts Educators e-news average open rate is 31% and Arts Organizations is 34%. Artists e-news has an average 34% opening rate and the public art e-news is at 49%. Industry averages for opening rates are below 25%. Subscriber numbers are increasing and so is positive feedback.
- ✓ 6. Update MAC Blog weekly. **[KHB]**
- ✓ 7. Assist mentors already identified to learn more about the MAP approach to market readiness, as funding allows. **[CK]**
- ✓ 8. Utilize Survey Monkey for evaluations of programs, Slideroom.com for Percent-for-Art applications, and Doodle.com for scheduling. **[KBH]**
- ✓ 9. Send Performing Arts and Literature Surveys (via Survey Monkey) to target groups by end of January 2013 to get their thought on services and what they might like to see added. Compile data and produce Executive Summary by end of June 2013. **[KDH]**
- ✓ 10. Utilize Facebook to promote programs, grants, blogs and other news. **[KDH]**
 - ✓ a. Build awareness and participation in MAC events and opportunities by younger demographic ranges through social networking. **[KDH]**
 - ✓ b. Reach 1,000 Facebook fans by December 2013. **[KDH]**
More than doubled fanbase from July 2012 to over 850 fans.
- ✓ 11. Develop ongoing webinars for The Art of Leadership series for arts organization leaders. **[CH]**
Produced two webinars in summer of 2012 and two in spring of 2013.

How We Evaluate It:

Document successful methods of stabilization and growth.

- ✓ 1. Collect and share model examples of how Public Value Partnerships (PVP) grantees build the Three Rs – Relationships, Relevance, Return on Investment. **[KHB CH AF]**
- ✓ 2. Use online grant system (Foundant) to collect and share information from FY12 annual PVP reports. **[KHB]**

Compile results of training programs through evaluation.

- ✓ 1. Continue to track participants and review feedback and evaluations of artists and coaches in MAP cohorts. CK

Measure networks developed and how well those networks address needs.

- ✓ 1. Add information to annotated list of artist co-ops with contact information by end of December 2013. CK
Moved to FY14.

Economic Vitality Frame #2: Market Expansion

Outcome We Want:

Build new markets, exposure and participation opportunities for Montana artists, artisans and arts organizations of all cultures by enhancing marketing outlets and resources, improving exhibition and performance opportunities, promotion and sales venues.

How We Do It:

Partner to create web-based arts marketing programs that tie to other State of Montana and national arts organizations' websites.

- ✓ 1. With Made in Montana, continue to fine-tune the Artist Label program for qualifying artists. CK
- ✓ 2. Continue to encourage registration in the Made In Montana and the Native Made In Montana programs. CK
- ✓ 3. Prepare the Montana Arts Council segment of the Montana Tribal Relations Report. Contract
- ✓ 4. Continue to encourage artists to compete in the arts markets near and far by offering career building, technical assistance, and disseminating public art opportunities in Montana and nationally. Work with the Department of Administration to add Percent-for-Art budgets to upcoming state building projects. KBH

Create juried artist and artisan programs to set new standards and develop new marketplaces for their work.

- ✓ 1. Facilitate nominations of MCAM artists. CK
A total of 42 artists have been endorsed by the Council to date.
- ✓ 2. Plan and conduct one formal MAP adjudication session for market-ready certification. CK
Adjudication sessions held September 2012, May 2013, November 2013.

Partner to create web-based arts marketing programs that tie to other State of Montana and national arts organizations' websites.

- ✓ 3. Continue to develop a statewide program that builds market readiness in Montana's artists (with multiple entry points), while laying a foundation for branding Montana's arts and developing markets.
 - ✓ a. Train seventeen coaches for seventeen MAP cohorts by December 2013. CK and Contract
 - ✓ b. Produce FY13 and FY14 annual gathering with workshop (slated for fall 2012 and 2013). CK

Continued: Economic Vitality Frame #2: Market Expansion

Promote Montana artists, artisans and arts organizations and create trade and showcase opportunities for their work to reach regional, state and out-of-state markets.

- ✓ 1. Continue implementing the MAP initiative for rural Montana artists. CH CK
 - ✓ a. Ten coach-led learning cohorts operating in different rural areas of the state, plus seven more by December 2013. CK and Contracts
To date, 235 artists have enrolled in MAP, with 228 remaining in active status.
 - ✓ b. Nurture extended opportunities for cohorts: local showcases, local co-ops and local studios. CK
- ✓ 2. Continue promoting the Made In Montana Show and the Artisan Gallery as a place where emerging artists have a first-exposure opportunity to a market. CK
- ✓ 3. Continue to research development possibilities for potential markets already in place for Montana artists. CK
- ✓ 4. Continue to use the MAP Facebook page to help cohorts develop a social networking presence. CK
- ✓ 5. Encourage and assist MAP cohorts to develop a social networking presence. CK and Contract
- ✓ 6. Facilitate Tour of Excellence Bus Trip for MAP-enrolled artists and coaches with gallery stops and a final destination for a large show. CK
- ✓ 7. Continue conversations about a Montana Native American Art Show with a representative from the Montana-Wyoming Tribal Leaders' Council. CK, CH
This discussion on hold until our Indian liaison is available to facilitate these meetings
- 8. **New for FY13** Oversee micro-loan revolving fund for qualifying MAP artists. CH CK
Loan fund closed for lack of artist interest.
- 9. **New for FY13** Support/promote individual artists, including established and emerging artists, in Facebook Artist of the Week feature and gallery. KDH
Program redesigned as Young Montana Creates, focusing on students Kindergarten-undergraduate. Guidelines under construction.

How We Evaluate It:

Analyze success of participants' marketing efforts through income growth, inventory growth in partnerships and distribution opportunities.

- ✓ 1. Continue to gather and compile the data from each MAP cohort by the end of December 2013. CK

Review and analyze responses to reporting requirements of program participants.

- ✓ 1. Continue to gather information and assess feedback from MAP program participants. CK CH

Assess content of tourism marketing materials and travel promotions.

- ✓ 1. Review materials throughout the year. AF
Significant improvement seen in number of arts listings and photos in all travel planners for each tourism region.



Public Value Frame #1: Bridge Building

Outcome We Want:

Build person-to-person bridges that connect the arts world to the worlds of politics, education, economics and civic engagement, producing a greater knowledge of how the arts benefit the lives of all Montanans and impact communities statewide. This results in a greater understanding of the return on investment of public dollars for the arts and the need for additional resources for all the arts statewide.

How We Do It:

Find and define the connections between the arts field and politics, education and economics where there are common values, goals and outcomes.

- ✓ 1. Schedule public value sessions at all council meetings. AF
- ✓ 2. Feature articles on the public value of the arts in all issues of State of the Arts. AF
- ✓ 3. Utilize the Public Value Partnerships program/grantees to define connections through distribution of reports, training and coaching throughout the year. AF KHB CH
- ✓ 4. Engage MAC Economic Development Committee to address these connections through its work. CH
- ✓ 5. Attend Montana Economic Developers Association meetings. CH CK
- 6. Make presentations to Montana Ambassadors at their annual meetings (engage council members). CH
On hold until GAA program is re-funded.
- ✓ 7. Meet the new Governor's Office of Economic Development representatives and talk about MAC's arts-driven economic development work. AF CH
- ✓ 8. Invite political leaders to attend MAP annual Artists Gathering. Sept-Oct 2012 and fall 2013. CK AF
A total of five legislators attended these gatherings.

Initiate opportunities to establish relationships between the arts council, artists, artisans, arts organizations and those who fund or provide services for the arts including civic and governmental leaders.

- ✓ 1. Continue to build relationships with key authorizers and influencers. In this work, focus on achieving agency budget needs for FY 14-15 through state general fund.
 - a. Identify these key political people. AF
 - b. Work with key local artists or arts groups, or in other effective settings, to meet with these individuals. Ten visits. AF 2. Two visits. CH 3. Two visits. KHB 4. Four visits in cohort communities. CK
5. Two visits with residency sponsors. BM
Tactics changed and other approaches were determined to be more effective.
- 2. Arrange for MAC visits to each of the seven tribal colleges to promote the MAP program. CH CK
On hold until our Indian Liaison is available to facilitate this.
- ✓ 3. Visit each Montana reservation's representative on the State Economic Development Commission. August 2012. CH and Contract

- ✓ 4. Present MAC's public value work and rural arts participation programs as requested. [CH]
Presented at Grantsmakers in the Arts, Emily Hall Tremain Foundation annual gathering, ArtsLab Arts Midwest Conference.
Exhibited at Economic Development showcase at Capitol Rotunda.
- ✓ 5. Present agency model work and programs at national/regional conferences as requested. [CH]
- ✓ 6. Work with the Montana Cultural Advocacy to help them implement their plan to connect legislators and MAC's Public Value Partnerships grantees in building relationships, person-to-person. Ensure those meetings are held by December 2012 in a minimum of four key communities. [AF]
- ✓ 7. Write personal letters to legislators in at least six communities where there are exemplary Public Value Partnerships ROI activities (taken from FY10-12 annual reporting). Show the ROIs those arts organizations are providing to their communities and/or other compelling information about the value these organizations are adding to their community. [AF CH]
- ✓ 8. Evaluate Public Value Partnerships grantees' relationship-building efforts with authorizers through FY12 by March 15, 2013. [CH AF KHB]
- ✓ 9. Implement promotion campaign for major budget initiative in FY 14-15 budget with Montana Cultural Advocacy. [AF]
- ✓ 10. Recruit arts representatives for consideration on the tourism board and other boards deemed to be a good fit for alignment with this Operational Blueprint throughout the year. [AF CH]
- 11. Facilitate Capitol Rotunda exhibit during Arts and Humanities Month. [KDH]
Exhibition program ended due to changed priorities of Governor's office.
- 12. Compile an ROI *Montana: The Land of Creativity* publication from The Three Rs stories for distribution to authorizers. Start December 2012. [CH]
Postponed due to limited funding.
- ✓ 13. Prepare materials and presentations on the Artists in Business and MAP programs for legislature. Fall 2012. [CK CH]
- ✓ 14. Meet with the Department of Administration, Architecture and Engineering Division, in August/September to discuss the slate of new buildings in the Long Range Building Plan (LRBP) to discuss the potential for buildings with Percent-for-Art Program funds attached. [KBH]
- ✓ 15. Promote and facilitate networking of local arts organizations through Facebook posts and features. [KDH]

Partner with arts organizations' leadership and artists to help them articulate the return on investment and public benefits of their missions, products and services as they relate to what the public deems meaningful and relevant.

- ✓ 1. Where needed, coach Public Value Partnerships grantees on how to more effectively approach Return on Investment examples for their annual final reporting. [AF CH]
- ✓ 2. Supply all Public Value Partnerships grantees with model examples of The Three Rs stories by end of June 2013. [AF]
- ✓ 3. Analyze answers from Strategic Investment Grant applicants about why their projects are worthy of state investment and determine if/where/how to use them or refine how we ask that question by December 2013. [AF KHB]
Ongoing.

- ✓ 4. **Now for FY13** Redesign Strategic Investment Grant applications and final report by June 2013. **CH CL KHB**
Ongoing.

Public Value Frame # 2: Innovation

Outcome We Want:

Foster an environment where leaders look to the innovation of artists and the arts to enliven, invigorate and enrich their endeavors and their communities.

How We Do It:

Provide and encourage networking to build and strengthen partnerships, both monetary and conceptual, between local businesses and the arts community.

- ✓ 1. Participate in statewide service organizations' meetings, including: Montana Association of Symphony Orchestras, Museum and Art Gallery Directors Association, and Montana Performing Arts Consortium throughout the year. **ALL**
- ✓ 2. Participate on regional and national boards, panels and gatherings to gain new ideas, share practices and cultivate partnerships throughout the year. **AF BM CH CK**
MAC Executive Director Board participation: President of the Board of Directors, National Assembly of State Arts Agencies, Board member Grantmakers in the Arts.

Share industry developments, research and publications with artists, arts organizations and community leaders that reinforce the benefits of bringing the arts into community conversations.

- ✓ 1. Share NASAA and National Governors Association findings of pertinence to the field, as well as other relevant research through listservs, blogs and in *State of the Arts* newspaper throughout the year. **AF**

Provide and/or link artists and arts organizations to the skills and training needed to make them stable, innovative and active community participants and partners.

- ✓ 1. Continue promoting professional development opportunities and services offered by the Montana Nonprofit Association. **CH**
- ✓ 2. Receive staff training in technology to maximize what the agency can offer in services and training (and minimize in cost) through technology by end of December 2013. **ALL**
- a. Foundant (agency online grants program provider) online training as needed.
 - b. Training in latest version of Microsoft Office.
- ✓ 3. Provide staff consultation (upon request) to individual artists and to arts organizations at their board meetings and other gatherings. **ALL**
- ✓ 4. Participate (upon request) as members of advisory committees for organizations throughout the year. **ALL**
- ✓ 5. Provide arts education technical expertise through 800# Hotline throughout the year. **BM**
- ✓ 6. Present material on the web site that is consistent with Americans with Disabilities Act requirements. **BM**

Public Value Frame #3: Challenges and Opportunities

Outcome We Want:

The arts will be positioned as a responsive and meaningful solution to challenges facing Montana and its leaders, and used as an effective framework to build new opportunities in the future.

How We Do It:

Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including the need for affordable healthcare for artists and arts organization employees, ADA compliance, and arts in healthcare.

1. Revisit contract with VSA arts when funding is available. KHB

✓ 2. **New for FY13** Disseminate Executive Summary from Arts and Healthcare Survey to the medical professionals that participated in the survey. KBH

Executive Summary disseminated August 2013 to arts councils in 12 states who are participating in a pilot project with the National Center for Creative Aging in Washington D.C. and will become an online tool for their "Communities of Practice."

Assess how the arts council can handle the potential impact of new directions within its programming and project funding decisions, and make sound, strategic investments with agency dollars and staff to advance these areas.

Operating Blueprint and Annual Work Plan

✓ 1. Staff and council members work annually to develop the agency budget in alignment with the desired outcomes in the Operational Blueprint as well as within the current environment. AF CL

✓ 2. Develop FY13 annual work plan. Meet in November 2012 and February 2013 to assess progress on FY13 work plan. ALL

✓ 3. Produce annual staff work plans and staff accomplishments for posting on MAC's website. CH

✓ 4. Facilitate staff planning and identify sources of input for the agency's next Operational Blueprint 2014-2019. CH and Staff

✓ a. Review annual reports of Tribal Colleges and Community colleges to see how MAC might link our work with theirs. CH

Postponed until Indian liaison on board.

✓ b. Create and implement surveys for: 1) scientists, 2) tech people, 3) online grants staffs to learn if and how they benefit from their arts experiences, and how they define innovation. July - Sept 2012. AF CH

✓ c. Create and administer High School students' online surveys for Graduation Matters! Advisory Council and prepare Executive Summary. July-Dec 2012 CH

✓ d. Review High School surveys from the Blackfeet Reservation and prepare Executive Summary. July-Dec 2012 CH

✓ e. Create and administer online surveys for arts organizations. Review and prepare Executive Summary. Sep-Dec CH

✓ f. Review all MAP artist data gathered by evaluators and produce Executive Summary. Jan 2013. CK CH

- ✓ g. Publish results of survey research done with the Rocky Mountain Labs and Oracle Bozeman re: their arts involvement and views on the connection between arts and innovation. AF
- ✓ h. Produce general surveys through Survey Monkey for arts organizations focusing on their use of technology. CH CK
- ✓ i. Participate in public polling with partner organizations to ask questions that reinforce the value of the arts and work done by the agency. AF
- ✓ j. Publish in September 2012 the Artist Survey Executive Summary conducted in spring 2012. AF
- ✓ k. Conduct survey in summer of 2012 with Montana Arts Council members to gather input for strategic planning. AF
- ✓ l. Produce annual Public Value Partnerships grantees combined report in October, 2012. KHB CH
- ✓ m. Produce annual report of grantees' status regarding Americans with Disabilities Act requirements. Reports due September 2012. KHB
- ✓ n. Staff day-long meeting to review results of all input sources and determine how to address them in the next blueprint. December 2012. ALL
- ✓ o. Produce final 2014-2019 Operating Blueprint draft for council approval. May 2013. Final publish by December 2013 CH

Council Meetings and Communication

- ✓ 1. Council meetings set for December 2012, June and December 2013 meetings. KBH, KDH, AF
- ✓ 2. Continue update briefs from executive director to council members. AF

Arts and Healthcare

- ✓ 1. Continue to build relationships with Montana Hospital Association, MT Medical Association, MT Nurses Association, MT Physical Therapists, MT Art Therapists Association to help distribute Arts and Healthcare Survey. KBH
- ✓ 2. ***New for FY13*** Consider the next steps such as focus groups and pilot programming, and identify grant sources. Continue to provide technical assistance for artists, arts organizations and healthcare providers and administrators. KBH
MAC now a member of the National Center for Creative Aging and participates in a pilot program to build a "Community of Practice" within its own state and with other states.

Other Funding Resources and Partners (beyond agency's State budget)

- ✓ 1. If available, pursue private funding resources, and/or public dollars from sources beyond the agency's state budget that align with agency priorities and programs for arts education, economic development and promotion of the public value of the arts. BM CH
Received two-year, \$100,000 matching grant for MAP program from Emily Hall Tremain Foundation: Marketplace Empowerment for Artists Initiative

- ✓ 2. Supervise and monitor outside-agency grant funds received for arts education, economic development and promotion of the public value of the arts. BM CH
U.S. Department of Agriculture's Rural Communities Development Initiative funding
Leveraging Investments in Creativity (LINC) funding
Emily Hall Tremain Foundation funding
- ✓ a. Leveraging Investments in Creativity Inc., funds for Artists To Market Program. Final report due January 2013
- ✓ b. U.S. Department of Agriculture grant with the Ravalli County Economic Development Authority for Artists in Business Program. Quarterly financial invoices due end of Sept, Dec, March and June.
- ✓ c. Creative Capital Inc., grant for Artists Professional Development Workshops Program.
- ✓ 3. Prepare NEA Partnership Agreement due in October 2013. CH

Programs

- ✓ 1. Governor announces next Poet Laureate in June 2013. Set up website for the new Laureate. BML
- ✓ 2. Produce six issues of "State of the Arts" in print and online. Input ALL editing CH
- ✓ 3. Produce bi-monthly e-newsletters for artists, public artists, arts organizations and arts educators. BM KBH
- ✓ 4. Update and maintain MAC's website and determine what development may be needed next. BML
- ✓ 5. Conduct successful Poetry Out Loud competition. BM and Contract
- ✓ 6. Review and fine tune guidelines and/or annual reporting requirements for Public Value Partnerships, Strategic Investment Grants and Artists Innovation Awards. CH KHB

Operations

- ✓ 1. Staff continues to document all job-related internal processes and timelines behind agency programs and services for their Comprehensive Job Tasks and Processes Notebooks for future continuity. ALL
- ✓ 2. By end of the fiscal year, staff supervisors review the Comprehensive Job Tasks and Processes Notebooks of staff who report to them. Determine any holes in the information and set timeframes. ALL
Ongoing.
- ✓ 3. Prepare for what will be needed to successfully navigate the 2013 legislative session. AF CL
- ✓ 4. Update succession plan for council use upon eventual retirement of executive director. AF
- ✓ 5. Update Council Policy Manual and Employee Handbook by end of summer 2013. AF

Financial

- ✓ 1. Conduct internal monitoring/tests on financials for audit purposes twice a year. CL
- ✓ 2. Monitor MAC's FY13 budget and develop MAC's FY14 budget. CL AF

- ✓ 3. Complete FY13 budget analysis budgeted with state system by October 2013. CL
Completed December 2013.
- ✓ 4. Complete Final Descriptive Reports for NEA and submit annual application. CL KHB AF KDH
- ✓ 5. Complete quarterly budget analyses for program staff in October, January and April. CL

Grants

- ✓ 1. Facilitate online application process, committee review & legislative approval for FY 14-15 Cultural & Aesthetics Trust Program. KHB
- ✓ 2. Analyze application comments, Survey Monkey results, committee recommendations and legislative requests and make recommendations for FY16-17 Cultural Trust application design changes. KHB
- ✓ 3. Monitor Cultural & Aesthetics Trust Program FY12-13 Final Reports due July 31. KHB
- ✓ 4. Analyze comments, common mistakes, staff & committee recommendations to revise Strategic Investment grant applications and guidelines. KHB
- ✓ 5. Supervise and facilitate monthly Strategic Investment Grant Program. KHB
- ✓ 6. Collect and disseminate Public Value Partnerships FY12 and FY13 Final Reports. KHB
- ✓ 7. Facilitate Artist's Innovation Awards online application and selection process. KHB CH
- ✓ 8. Monitor Artist's Innovation Awards final reporting and payments. KHB
- ✓ 9. Update all current grant applications, contracts and final reports online by June 2013. KHB

Database

- ✓ 1. Determine final solution to database re-design and implement necessary actions. KHB CL AF
- ✓ 2. Maintain and update database and grants records on an ongoing basis so info is accurate and timely. Provide computer support troubleshooting. KHB KDH

Administrative Support

- ✓ 1. Perform accounts receivable and payable bookkeeping duties, including budget and auditing functions, verification of supporting documentation, report preparation and filing. Pay bills within 30 days. KDH
- ✓ 2. Assist to implement/maintain info systems and applications to support MAC operations/services. KDH
- ✓ 3. Manage MAC' Facebook page and other social networking sites as added. KDH
- ✓ 4. Coordinate and provide administrative support for the staff. KDH
- ✓ 5. Compile payroll reporting. KDH
- ✓ 6. Organize all major meetings held by the agency. KDH
- ✓ 7. Perform as receptionist, office manager and proofreader. KDH

Performance Reviews

- ✓ 1. Conduct staff performance check-ins, 365 performance reviews (as needed) and annual goal mapping which tie to potential performance-based pay increases for the next fiscal year. AF with staff
- ✓ 2. Staff performance based on performance criteria as outlined in annual work plan and MAC Pay Plan, as well as individual job descriptions. ALL

The End